

Missouri Division of Tourism FY13 Marketing Plan

As the official destination marketing organization charged with promoting Missouri as a leisure travel destination, the Missouri Division of Tourism (MDT) plans and implements a wide variety of marketing and strategic sales initiatives. Our goal is to deliver the right message, through the right medium, to the right audience, at the right time, in order to maximize the economic impact of travel to the Show-Me State.

This strategic marketing plan is the roadmap that guides all marketing efforts of MDT and has been designed to highlight the benefits that mean the most to the largest potential universe of customers. Our goal is to implement a competitively-funded program providing the required manpower and marketing resources to achieve success.

The majority of MDT marketing efforts are focused on the domestic leisure traveler, which includes visits to friends and relatives as well as trips taken for cultural, arts, outdoor recreation and entertainment purposes. A person-trip is defined as one person on a trip away from home overnight in paid accommodations, or on a day or overnight trip to places 50 miles or more, one-way, away from home.

Missouri has suffered from many weather related storms, floods, and droughts in 2011 and again in 2012. MDT has focused on managing uncertainty, correcting misperceptions, and maintaining the trust of Missouri visitors when media reports about the events have perpetuated. Research and media monitoring conducted by national, independent research companies during and after these events made it evident that the percentage of consumers who were concerned about traveling in Missouri during peak tornado season (6 percent) and flooding time (4 percent) was fairly small. The main consumer concerns in the spring and early summer of 2011 were much more closely related to the economy and gas prices. Therefore, MDT launched campaign themes that reflected the consumer need for affordable travel options. Despite the fact that Missouri has good and diverse product in all corners of the state, the research made it evident that consumer misperceptions and doubts were widespread but not specific to any of the weather related incidents. In fact, 28 percent of those surveyed indicated their belief that Missouri did not offer any activities that they liked to do. Worse yet, 39 percent said they never considered a leisure trip to Missouri.

At the time of the writing of this plan, the impact of federal tax changes is unclear, but early indications are that they could affect Leisure, Group and Business Travel. Any potential payroll tax increase, higher income taxes on families and individuals, as well as lower deductions could lighten pocketbooks in 2013 compared to 2012, impacting discretionary spending and possibly affecting travel decisions in the year ahead.

This updated comprehensive and focused marketing plan will provide the Missouri Division of Tourism and its partners (vendors and industry) a clearer path to growing

ROI for the state. The following tactics will expand and build on the objectives outlined in the 2011-2013 Strategic Plan.

Objective A:

Enhance the State's desirability as a visitor destination through proven marketing strategies.

Goals

1. Maintain Missouri's placement among top 15 states for visitation nationally.
2. Increase brand relevance.
3. Strengthen and extend brand reach.

Tactics

1. **Employ new brand creative.**

The Missouri Division of Tourism and Hoffman|Lewis will launch MDT's new brand and corresponding creative elements in the spring of 2013. The new logo, tagline and creative campaign will build on Missouri's notoriety as "The Show-Me State."

"Enjoy the Show" will be used in all marketing messaging, encouraging visitors to experience the wide variety of tourism assets that our state offers. The creative campaign will focus on five distinct activity genres: Culture, Outdoor Recreation, Nightlife/Entertainment, Family Fun and Sports/Gaming. These categories have been identified as travel motivators and are closely tied to the top revenue generators for the state in terms of SIC code classification: Eating/Drinking places, Hotels, Commercial Sports and Amusement.

When launched in the spring, the brand creative will be strategically delivered to each target market based on research that helps us define which markets are most receptive to which specific activity message.

A brand style guide will be developed as a reference for internal and external audiences to build consistency and accuracy in use of the new logo and tagline.

MDT will continue to pursue the acquisition of quality photo and video assets to use in the marketing and promotion of Missouri as a tourist destination. This is an important tool in showcasing what Missouri has to offer, and generating interest in travel to and within the state.

2. **Target niche market segments that offer opportunities for growth and fit within current, compressed budget.**

Outdoor enthusiasts – Missouri's broad offerings in outdoor recreation create a natural target audience in outdoor enthusiasts. With 87 state parks and historic sites, and more than 200,000 acres available to the public, the outdoor tourism

product in the state is a highly relevant topic for the Missouri Division of Tourism to promote.

MDT will continue to work with Missouri State Parks, The Missouri Department of Conservation, the Missouri Department of Natural Resources, advocacy groups, and the private sector to stay current with the goals and missions of these organizations, and to effectively coordinate efforts to promote the state's outdoor assets. In conjunction with marketing efforts already in place through the aforementioned organizations, the Missouri Division of Tourism will contribute the following resources to help grow the number of travelers whose main reason for the visit is to participate in outdoor recreation to five (5) percent. MDT also will work with the Division of State Parks to increase visitation from select states as determined in the parks marketing plan.

- Target outdoor travel writers and bloggers through earned media efforts in order to garner news articles and feature stories in outdoor-specific publications.
- Feature state parks, conservation areas and outdoor recreation activities (hunting, fishing, hiking, biking, etc.) on VisitMO.com, within VisitMO social media channels, the Missouri Travel Guide, Missouri Tourism email blasts and MDT's general market advertising campaign.
- Continue partnership with professional fisherman Scott Pauley in order to reach outdoor enthusiasts in their own environment. Pauley will continue to act as an outdoor recreation spokesperson on behalf of MDT to promote hunting and fishing. The goal is to grow Scott's role through new technology offerings that may include QR codes at Conservation areas and updated videos with targeted distribution channels.

The Missouri Department of Natural Resources and MDT will continue to collaborate with Tom Uhlenbrock, a well-known travel writer formerly with the *St. Louis Post Dispatch*, to amplify the Missouri message. Uhlenbrock will contribute articles, blog entries and photos, to help populate VisitMO.com, travel writer pitches, and news releases.

Gaming

MDT does not currently monitor, nor actively market the growing casino gaming industry. Although, there are no MDT resources devoted to a sustained or focused gaming industry marketing effort, gaming will be included in a general sense in the distinct activity genres highlighted in new creative.

Objective B:

Continue to deploy performance-based marketing activities that demonstrate a clear and positive ROI.

Goals

1. Increase the percentage of Established market travelers who are “very likely” or “somewhat likely” to visit Missouri by 5% (bringing 2012 percentage to 62%).
2. Increase the percentage of Opportunity market travelers who are “very likely” or “somewhat likely” to visit Missouri by 6% (bringing 2012 percentage to 40%).
3. Maintain overall awareness level in 2012 (51%).
4. Increase print medium awareness by 14% (achieve 40% awareness).
5. Maintain cost to reach an aware household (\$0.27)
6. Increase PR awareness levels by 4% (achieve 39% awareness).

Tactics

1. **Maintain the general market share of voice.**

MDT and Hoffman|Lewis will continue to monitor the share of voice by media in each of the target markets, in order to achieve and maintain a top three share-of-voice position among its competitors.

2. **Place integrated and targeted media in our identified markets.**

Hoffman|Lewis places all paid media for the Missouri Division of Tourism with the advice and consent of MDT staff. The advertising plan is designed to keep Missouri top-of-mind as a destination in priority markets and to drive our target audience to VisitMO.com for more information.

SMARI research results have shown us that advertising in multiple mediums is critical to achieve maximum effectiveness. A blend of the following advertising elements will be used to promote Missouri Tourism:

- Television
- Magazines
- Online Banner ads
- Search Text ads
- Out-of-Home Advertising (Billboards)

Target Audience: Beginning in the spring of FY13, the target audience for media buying is changing from Women 25-54 to Women 35-54. This adjustment is based, among other factors, on an analysis of who is currently requesting Missouri travel information. Tightening the target audience in this way allows MDT to maximize limited resources and buy media more effectively and efficiently; additional data sources included:

- RUF Strategic Solutions, Inc. MO traveler inquirer database
- SMARI MO traveler data
- VisitMO Facebook fan profile

We will continue to focus strong advertising support in priority markets. Established markets include:

- Cedar Rapids-Waterloo & Dubuque; Champaign & Springfield-Decatur; Des Moines-Ames; Ft. Smith-Fayetteville-Springdale-Rogers; Jonesboro; Little Rock-Pine Bluff; Lincoln & Hastings-Kearney; Oklahoma City; Omaha; Paducah-Cape Girardeau-Harrisburg-Mt. Vernon; Peoria-Bloomington; Quad Cities (Davenport-Rock Island-Moline); Sioux City; Terre Haute; Topeka; Tulsa and Wichita
- Based upon a thorough review of markets, we reinstated Tulsa and Wichita/Hutchinson as established markets and eliminated Rochester, Minn., from the FY13 marketing plan.

The following Opportunity markets will also receive advertising in FY13:

- Chicago, Louisville, Memphis and Evansville

We will concentrate our media scheduling during peak travel planning times, with the majority of activity running in the spring and summer. H|L and the Division will monitor weather and traffic (construction) patterns and adjust media in surrounding markets when deemed necessary to most effectively reach the segments of the audience who can feasibly visit the state.

3. Identify cost savings opportunities that would allow for heavier market saturation.

MDT and Hoffman|Lewis will continue to leverage the state in its entirety at every media level possible through the co-op Media Exchange, resulting in additional revenue for the state.

H|L compiles co-op partner media activity to formulate one comprehensive flowchart showcasing the efforts of all partners on behalf of the state of Missouri. Looking at the big picture makes us aware of the efforts being made by all partners to avoid oversaturation in a market and competition between the state message and the message of Missouri CVBs and destinations. When opportunities for enhancement are found, revisions to existing plans may be made.

Compiling this information has allowed H|L greater negotiating power on behalf of the state of Missouri and its partners. In the print medium, H|L has used the combined volume and frequency of participating partners to develop state rates so that all partners can take advantage of highly discounted rates. We will continue researching opportunities to apply this type of negotiating to additional mediums.

Additional cost savings opportunities that may result in heavier market saturation include shared media missions, and joint promotions with Missouri tourism industry partners.

MDT will continue investigating opportunities by which Missouri tourism “real estate” can be sold to industry partners as a way to generate revenue for the Division, thereby

increasing the investment that MDT can make in additional advertising and marketing for the state.

Further research has been conducted to determine where other revenue opportunities exist within the Division's current assets. One of those areas includes the Missouri Travel Guide with paid or featured listings. In the near future, but not before the 2015 guide, paid listings will be required to be included in the Missouri Travel Guide. Conversations continue on the impact to listings on the VisitMO.com site.

In addition, further opportunities for revenue generation will be explored to include VisitMO.com (paid contests, advertorial or banner ads), Welcome Centers (paid signage), etc. The Division will also investigate the best method for managing/sourcing additional revenue generation components.

In 2013, the focus of these efficiency-building efforts will be in developing a more robust cooperative marketing program to allow industry partners opportunities to collaborate with the Division in an effort to provide cost savings and effective messaging to all parties.

4. Investigate opportunities to partner with private sector companies on promotion projects.

In FY13, MDT will continue to seek opportunities that resemble past partnerships with McDonald's (Road Trip Rewards) and Break Time (Fill up on Missouri Fun), which provide MDT with added exposure while decreasing the costs to reach consumers, through leveraging the brands and marketing power of private sector companies.

Specific companies for continued consideration in FY13 include Casey's General, Blue Cross/Blue Shield of Missouri, AT&T and Enterprise.

5. Continue to build on the success of the email marketing program.

In conjunction with the advertising campaign, H|L and MDT will continue the successful Customer Relationship Program that delivers targeted email messages to travelers who have requested information.

The main objective of the email marketing campaign is to create and maintain on-going relationships with consumers who are interested in traveling to and within Missouri. In FY13, MDT plans to send over 1.5 million emails to consumers.

Each email targets a very specific audience based upon their demographic profile, as well as the travel interests they indicated when opting in for information from MDT. The creative pieces are then themed, written and art directed according to the following interests:

- Arts & Culture/Museums
- Dining & Wine Country

- Family Fun Escapes
- Festivals, Concerts, Special Events
- Live entertainment/Music
- Historical Sites/Civil War/Landmarks
- Hunting & Fishing/Camping
- Nightlife/Clubs/Casinos
- Outdoor Adventures/Hiking/Biking
- National & State Parks
- Sporting Activities & Golf
- Water Sports & Boating

Eblast content is developed to feature seasonally relevant activities such as water sports and boating during the summer months, or shopping and holiday family fun during the winter season. Eblasts often feature events or destinations that are new or noteworthy in Missouri. New for FY13, several eblasts will be themed around specific holidays or travel opportunities (e.g., Halloween Family Fun, Girlfriend Getaways, etc.) Eblast content is also considered in context of the MDT editorial calendar to ensure messaging is optimized across all channels.

MDT recently renewed its contract with email marketing vendor, Ruf Strategic Solutions for FY13. Significant upgrades to the CRM platform have been made, allowing MDT access to advanced reporting and analytics regarding email delivery history. Further innovations are under review for possible deployment that will provide enhanced reporting for click-level data and better insight into the consumer profile.

We will continue monitoring the overall click-thru and open rates as well as click-level data to look for trends and optimize email content and delivery scheduling. We plan to continue conducting subject line, message and time/date testing to determine what drives consumers to open our eblasts and click through to VisitMO.com.

MDT will continue providing advertising banner opportunities to partners at a reduced rate as a revenue generation tool. Consumers have reacted positively to past ads, especially when ads contain a discount, relevant message or compelling creative.

In addition to targeted content appealing to travelers' interests, MDT will continue to feature MDT social networks and special promotions in the eblast. This will allow MDT to extend its reach socially.

In FY13, MDT also plans to implement the following:

- Sharing features will be added to the eblast, allowing consumers to share the eblast content with their social networks and reach a wider audience.
- Social media icons will be added to the unsubscribe page, should consumers still want to interact with the brand in a different capacity outside of email.
- MDT will investigate systems that allow consumers to update their email subscription preferences, rather than unsubscribe completely. However, due to

budget constraints, this would not be executed until FY14.

- MDT will investigate adding mobile optimized elements to eblasts, such as the ability to import featured events to personal calendars.
- Subject line personalization will be explored.

Growing the number of leads in the email marketing database continues to be a priority for the Division in 2012-2013. MDT will employ several methods to harvest new leads:

- Continue successful permission data campaign through paid media.
- Participate in a new lead generation program through Ruf, which garners leads from travel-related websites.
- Include email sign-up component in all contests and promotions, including Facebook promotions.
- Offer email sign-up opportunity at the Missouri State Fair.
- Investigate opportunities to purchase qualified lists.
- Investigate ways to use Missouri Welcome Centers as email address collection points.

6. Continue supporting successful cooperative partnerships that meet MDT goals.

MDT will continue to team up with qualified destination marketing organizations throughout Missouri to advertise and promote the state's many and varied tourism assets. Through the Cooperative Marketing Program's competitive funding process, MDT selects dynamic marketing projects designed to increase visitation and visitor spending. The Cooperative Marketing initiative, a 50/50 matching funds reimbursement program will focus on the following tactics:

- Develop and support marketing partnerships and strategic alliances that target shared audiences in important geographic areas.
- Support qualified performance-driven projects designed to meet MDT goals.
- Leverage the inspirational features of the Missouri brand (reinforcing brand awareness) and incorporate the Cooperative Marketing Partner message for the call-to-action (providing a compelling offer).
- Develop and support content alliances and partnerships that increase the quality, quantity and timing of relevant content for the consumer.

Current Marketing Category Descriptions include: Marketing to the Leisure Traveler (small project marketing, leisure travel marketing, destination advertising); Marketing to the Media targeting the leisure traveler (public relations); Marketing to the Event Planner (convention marketing and amateur sports marketing), Tourism Research, and the Civil War 150 Promotion Program.

The Jewels program is designed to assist emerging destination marketing organizations in building sustainable organizations. As resources allow, MDT will continue to provide assistance in developing a countywide tourism destination analysis and marketing plan, training in advertising, marketing and promotion, and financial

assistance to develop a professional tourism brochure and tourism Web site. The desired outcome is a sustainable tourism DMO that will continue to effectively promote the destination.

The areas to be marketed must have the following available:

Tourism demand generators that can attract potential visitors to travel 50+ miles to visit the destination and/or result in an overnight stay.

An organization that can be developed as the countywide DMO with the expectation to fulfill basic Cooperative Marketing Program requirements with regard to non-profit status and years of tourism marketing to receive program level I certification.

Sufficient staff to perform at least the minimum tourism marketing tasks on a consistent basis.

7. Identify and continue successful communications and public relations activities.

The main objective of the public relations program is to extend the Missouri brand message articulated by the general advertising campaign.

In other words, when the advertising promises an experience, public relations will communicate what that message means to individual consumers through the newspapers, magazines and websites they read as well as in radio and television news programming.

Additionally, we view our media relations efforts as a bridge between mass market awareness and one-to-one communication between the Missouri Division of Tourism and individual consumers and news media outlets. Much of this conversation will take place via social media channels such as the VisitMO Bistro blog, Facebook and Twitter. Specific PR objectives are as follows:

1. Enhance the State's desirability as a visitor destination through proven public relations strategies.
2. Build rapport and strengthen ongoing professional relationships with news media and travel writers.
3. Position the Missouri Division of Tourism as a strategic partner and go-to resource for the Missouri Tourism industry.
4. Utilize social media platforms as a standard one-to-one communication tool for consumers.

A complete copy of the Missouri Division of Tourism's FY13 Public Relations strategy is on file at the Division office.

8. Identify and continue appropriate group travel and international marketing activities.

Domestic Packaged Travel

The packaged travel market includes traditional group tours and affinity market trips such as student, reunion, bank travel clubs, religious travel groups and military groups.

MDT will continue outreach and relationship building with professional travel planners through many ways including participation in travel trade shows, such as:

- OMCA Buffalo, NY October 2012. Increase appointments to 34, or by 15 percent.
- National Tour Association (NTA) Convention in Orlando, FL in January 2013. Increase appointments to 27, or by 20 percent
- American Bus Association (ABA) Convention in Charlotte, NC in January 2013. Increase appointments to 32, or by 10 percent
- Bank Travel Conference in Memphis, TN in February 2013. Increase appointments to 31, or by 10 percent.
- Missouri Bank Travel Exchange in St. Louis in April 2013. Increase appointments to 12, or by 20 percent.
- Travel Alliance Partners in Norfolk, VA in June 2013. Schedule 27 appointments. This schedule is full.

MDT will explore other ways to develop and maintain relationships with these travel planners through maintenance of a contact database, which will allow for regular communication to share new, relevant and timely information with planners.

MDT will continue to work with the Missouri tourism industry to host travel trade and group tour media site visits.

MDT will continue to update and augment the VisitMO.com page aimed at professional travel planners.

MDT will continue regional partnerships to create marketing opportunities such as Grand Central USA, an organization comprised of Arkansas, Missouri, Oklahoma and Kansas.

International Marketing

Historically, MDT has chosen to invest international funds where they can best leverage partner investment in order to create the greatest Missouri impact with modest MDT investment. In past years, MDT has actively marketed to Canada, the United Kingdom, Mexico and Japan through contracted representation firms, advertising, and participation in trade shows reaching these targeted international audiences. Current resources allow for limited Canadian outreach and fulfillment response to inquiries from the U.K.

The Travel Promotion Act of 2010 laid the groundwork for the Corporation for Travel Promotion, now known as Brand USA. Brand USA promotes the United States as a desirable destination globally. As Brand USA increases its marketing through the Discover America campaign, and as resources will allow, there will be increased

opportunities for Missouri to develop a robust marketing and sales strategy to capture more international travel market share.

Missouri tourism-related businesses are in a unique position to take advantage of this opportunity through the STEP (State Trade and Export Promotion) grant program, made possible through the Small Business Jobs Act of 2010. Tourism-related businesses interested in exporting their product to international travelers can receive reimbursement for activities including:

- Participation in foreign trade mission
- Foreign market sales trip
- Subscription to services provided by the Department of Commerce
- Website foreign language translation services
- Design of international marketing materials
- Trade show exhibitions
- Participation in export and trade finance training workshops

As MDT continues to explore opportunities to promote Missouri to international travelers, it will be important to grow partnerships with these businesses also looking to attract potential visitors. Opportunities will be realized through MDT's coordination of a Missouri presence at trade shows such as International Pow-Wow in Las Vegas, June 2013. Additional potential efforts will focus on tour operators in Canada, Japan and China.

MDT will not have a professional representative attend the 2012 World Travel Market, but will explore ways to ensure a Missouri presence through partnerships with the Missouri tourism industry. MDT will encourage entities to use the STEPUP program as a way to attend.

Missouri will increase its participation in Mississippi River Country, an organization comprised of the 10 states along the Mississippi River. MRC invites travelers to experience the life and culture of the river and Great River Road and has focused on Japanese travelers for nearly 20 years. 2013 marks the 75th Anniversary of the Great River Road and this milestone offers further opportunity to highlight the route. MRC has been awarded a federal marketing grant that will enable a more robust marketing effort for the member states and Missouri is a key partner in that effort.

Through MDT's participation in MRC, Missouri will be presented to Japanese buyers through a website and other materials. MRC will coordinate the translation of materials. MRC also will coordinate participation in JATA each year and MDT will include materials for the trade show booth.

Objective C:

Continue to embrace and expand the utilization of emerging technologies.

Goals

1. Surpass VisitMO.com mobile visits by 10 percent. (from 187,134 to 205,847).

2. Increase average monthly visits to VisitMO.com by 5 percent (add approximately 5,000 visits per month).
3. Increase referrals from VisitMO.com to social media channels.

Tactics

1. Identify and investigate new technologies.

Interactive marketing has become a central component of MDT's marketing plan. Our approach is to develop innovative and creative online programs with a clear return on investment. The purpose is not just to reach people in another medium, but to actually influence their behavior in measurable ways. We will focus resources on maximizing the effectiveness of the existing interactive assets, to gain the greatest ROI on these investments.

The way people consume information is changing at a break-neck speed. The Missouri Division of Tourism and Hoffman|Lewis will continue to monitor trends in both the technology realm and within the tourism industry, to stay abreast of new ways to effectively reach our consumers and generate an interest in traveling to Missouri.

2. Continue to maximize and grow the Division's electronic marketing database.

Database marketing allows MDT to customize messages based on visitor interests. Visitors opt-in to receive e-newsletters and select categories of interest so they only receive those newsletters that pertain to their travel preferences. The Division works with database managers to further optimize the lists for maximum impact of the messages. MDT will continue to explore opportunities to enhance its databases through such avenues as purchasing lists, obtaining lists from partners and creating enticing promotions to draw more subscribers.

3. Develop a plan to incorporate more technology within and through the Welcome Centers.

The Missouri Division of Tourism sees great opportunity in the state's welcome centers. We can leverage an existing asset by simply enhancing it through modest technology upgrades and by promoting the service via VisitMO.com and on MoDOT signage:

We believe travelers will be significantly more likely to stop at our Welcome Centers if they have already engaged with our staff electronically. And research indicates that travelers who stop at a Welcome Center spend more money, making this a valuable ROI. These technology implementations may include "tweeting" with Welcome Center staff, QR codes, Facebook promotional tie-ins and mobile messaging.

The Division will also seek to improve the traveler's Welcome Center experience by providing more training for Welcome Center staff, and exploring options to include more computers in Welcome Centers that have public access, and are equipped with WiFi.

4. Continue to enhance the availability of compelling information on VisitMO.com

With nearly 80% of trip planning occurring online, VisitMO.com will continue to serve as the central resource for information and trip planning tools.

VisitMO.com has evolved from a static site of listings into a dynamic site with a broad range of trip planning capabilities that rival any state tourism entity in the U.S. Significant enhancements to VisitMO.com have resulted in increased visitation and have provided a more effective experience for consumers.

MDT and HJL will continue to enhance VisitMO.com and see the immediate opportunities in areas of adding more rich content (trip ideas and itineraries, travel packages, consumer-generated content, expanded events listings and videos) and growing the deals and discounts portion of the site.

Additionally, visual enhancements will be made to VisitMO.com in order to mirror the brand changes. The desktop AND mobile version of the site will be re-skinned to align with the new look of the brand.

5. Continue to analyze new social media portals to identify those that offer significant ROI.

Throughout FY12, the focus within social media was to create a distinct suite of channels that are engaging and enhance the tourism brand. The channels have been a source for earned media, increasing reach through social sharing and providing a key source for owned media, distributing original content, particularly on Facebook.

Now that the social media channels have been developed, social media guidelines have been instated and processes and responsibilities have been established, the focus in FY13 will be to integrate the social media channels to support MDT's primary advertising and marketing channels: paid media advertisements, e-blasts and the Missouri Travel Guide. This holistic approach to content creation can set the tone for campaigns and ensure, by leveraging all channels at once, that campaign messaging reaches a much larger audience. Considering we know that consumers who are aware of MDT social media channels tend to take more trips in Missouri and spend more money than the average consumer, those demographics should be reached and rolled into traditional campaigns.

No longer can we look at social media through the lens of public relations and its traditional value of owned and earned media. With the explosion of ad product in the social scene, social media provides greater return when paid ads, whether those are traditional print/television ads or social ads, along with owned and earned messages work together. Identifying how owned, earned and paid media integrate will become the foundation of the social media strategy. It will also provide the framework to ensure MDT content is generated, managed and distributed with the best possible reach and the best possible ROI.

Social media has become an integral messaging platform for the tourism industry. It provides a platform where consumers can interact, recommend and share. The social media strategy will harness the power of the consumer to ensure that as a travel destination, Missouri remains familiar and relatable to the consumer while reinforcing the key Missouri Tourism messages.

The social media plan will emphasize sleek graphic design, original programming with Twitter and Facebook API, innovative chats and location-based games and most importantly—real people — making sure that marketing and industry professionals provide seamless interfaces that don't get in the way of consumer-driven recommendations, content and messages.

The social media components that support the proposed advertising campaign cannot simply push messages. The MDT social media plan will engage and harness those conversations to provide a community of consumers, who will come to know, visit, share and then revisit the Missouri Tourism brand.

As the social media landscape continues to grown and change, MDT and H|L will investigate these new portals for opportunities where we can share our message with the proper audience, in a relevant and engaging setting.

MDT will also work to allocate proper staff and partner resources in order to ensure that the social media beast is being fed. The social media platforms require constant monitoring and engagement from the Missouri Division of Tourism and H|L, and it is critical that postings, tweets, images and updates, are being refreshed regularly.

6. Update the mobile version of VisitMO.com as needed to competitively pursue travelers accessing these devices

With more than 15,000 visitors viewing the site via a mobile device each month, VisitMO.com needs a display geared to these users that is intuitive and efficient. Integration of mobile-ready information and advertising is a smart and simple way to reach an audience when it matters most — while traveling in Missouri.